

	<h1>Garner Police Department</h1> <h2>Written Directive</h2>	
	Chapter: 300 - Personnel Management	
	Directive: 310.05 - Career Alternatives and Opportunities Program	
Authorized by: Chief Joe Binns		Effective Date: June 15, 2021
CALEA Standards: 11.5.1, 15.1.4, 33.3.1, 33.8.2, 34.1.1; 34.1.2; 34.1.3; 34.1.4; 34.1.5, 34.1.6, 41.1.4 & 41.1.5 (6 th Edition)		

310.5.1 – Policy

It is the policy of the Garner Police Department to encourage and support the development of all personnel through appropriate education, training, and career advancement. The Department will recognize employee development through appointments, specialized positions, and promotions.

NOTE: All portions of the Career Alternatives and Opportunities Program are subject to change or termination without notice at the discretion of the Chief of Police.

310.5.2 - Purpose

To encourage employee development and to select the most qualified persons for all sworn Department positions using competency-based evaluation and selection processes.

310.5.3 – Policy Goals

- A. Provide sworn employees with voluntary career alternatives according to personal and professional ambitions;
- B. Outline in detail all education, training, and other requirements needed to compete or otherwise qualify for Department positions listed herein;
- C. Provide a forum to recognize and reward employees who actively seek to improve job knowledge, skills, and abilities;
- D. Enhance Department retention and recruitment efforts by providing multiple career choices for personal and professional growth; and
- E. Enhance quality of services provided for all Town residents, businesses, and visitors.

310.5.4 – Definitions

- A. Self-Study/Research Project (SSRP) – Department approved projects, literature reviews, book readings, and community projects completed by employees to benefit the Department and to provide the employee with an opportunity to learn about a new aspect of law enforcement.
- B. Sworn Full-Time Experience: Experience serving as a full-time sworn law enforcement employee with associated law enforcement retirement benefits. Time spent attending/completing basic training or serving as a sworn Reserve/Auxiliary officer does not apply. Federal or private law enforcement experience may be considered on a case-by-case basis.

- C. Training: Structured and formal learning environments designed to teach and/or measure individual abilities to perform job functions, tasks, or duties. For the purposes of this directive, the Department divides training into four (4) categories – Basic, Maintenance, Progression, and Remedial:
1. Basic – Commission mandated training that provides sworn employees with certification as a law enforcement officer in North Carolina (BLET, POST, etc.).
 2. Maintenance – Recurring training required for personnel in certain specialized positions including (but not limited to) Canine Handlers and SRT members.
 3. Progression – Training that develops or enhances employee knowledge. Progression training includes the following:
 - a. Advanced – Training designed to enhance and/or expand current knowledge or teach new skills needed for specific assignments, positions, or duties. This includes military training or other government sanctioned training where specific credit or training hour certificates are issued.
 - b. In-Service – Mandatory and/or repeated training designed to measure or ensure continued job task proficiency, distribute policy/procedure revisions and materials, or maintain professional law enforcement certification. This includes brief sessions (typically 10-60 minutes) to disseminate or review important information.
 - c. Re-Certification – Training that is necessary for employees to maintain certifications in areas including (but not limited to) CPR, intoxilyzer, and radar operator.
 4. Remedial – Training designed to improve specific skills for employees who have been deemed deficient based on demonstrated skills.

310.5.5 – Career Alternative Categories

- A. Advancement within the Department occurs in three (3) ways: Appointment, Selection, and Promotion.
1. Appointment: Appointments are on-going and may occur after employees successfully meet specific job performance, time-in-grade, and training requirements.
 2. Selection: Reserved for Department specialized positions outlined in this policy. Specialized position job tasks/functions are critical to Department operations and require specific individual abilities. Selection processes may involve any number of events designed to evaluate individual knowledge, skills, and abilities.
 3. Promotion: Reserved for Department supervisory positions outlined in this policy. Promotion processes may involve any number of events designed to evaluate individual knowledge, skills, and abilities.
- B. All persons appointed, selected, or promoted to Department positions listed herein will be assigned additional responsibilities and be expected to perform identified job functions as needed.

310.5.6 - Appointment, Selection, and Promotion Processes (34.1.4)

- A. Process Oversight
1. The Chief of Police will oversee, coordinate, and monitor all appointment, selection, and promotion processes. The Chief of Police will be responsible for the following:

- a. Initiating selection or promotion processes according to Department needs;
 - b. Identifying and listing specific knowledge, skills, and abilities required for all Department positions using job task analyses;
 - c. Announcing all promotion and specialized position vacancies using electronic (e-mail) and traditional written (memorandum) methods. Announcements will include the following:
 - 1) A description of the position;
 - 2) The duties and responsibilities of the position;
 - 3) Eligibility requirements;
 - 4) Opening and closing application dates; and
 - 5) Application procedures.
 - d. Announcing a schedule of events which may include, but are not limited to:
 - 1) Submission of a Department application and/or resume;
 - 2) Written assignments & tests;
 - 3) Physical skill assessments;
 - 4) Psychological evaluations;
 - 5) Duty readiness tests & assessments;
 - 6) Oral interview panels;
 - 7) Oral presentations;
 - 8) Role plays;
 - 9) Peer review panels; and/or
 - 10) Assessment centers developed by Department or non-Department personnel.
2. The Chief of Police will have the final decision-making authority in all appointments, selections for specialized positions, and promotional selections for positions below the rank of Chief of Police. When in the best interest of the Department, the Chief of Police may waive any requirements listed herein except those established by law or any legal authority (i.e. State & Federal laws or Administrative Rules/Codes set forth by the [North Carolina Criminal Justice Education and Training Standards Commission](#)).
 3. The Chief of Police will designate a staff member who will be responsible for properly securing all selection and promotional process materials.

B. Performance Requirements

1. Employees appointed, selected, or promoted to any Department position listed herein must agree to successfully perform the associated job functions and duties for a minimum of three (3) years.

2. Employees unable to successfully perform or who become unwilling for reasons under their control to perform identified job functions for any position they have attained will immediately forfeit all salary increases and/or titles associated with the position.
3. Employees receiving disciplinary action may be removed and/or demoted from any position listed herein; if removed and/or demoted, the employee will forfeit all salary increases associated with the position.
4. Persons removed from or forfeiting positions listed herein must wait a period of no less than twelve (12) months before eligibility is regained. Nothing in this paragraph supersedes other position requirements listed herein.
5. Personnel below the rank of sergeant may receive incremental salary increases, not to exceed 25%, for any appointment and/or selection to a specialized position listed herein. These increases do not include those issued for Town of Garner pay for performance, cost of living raises, or position classification increases.

310.5.7 – Appointed Positions

A. Police Officer Recruit

1. Police Officer Recruit positions are reserved for all new hires who have not successfully completed North Carolina Basic Law Enforcement Training (BLET).
2. This does not apply to experienced police officers hired from out-of-state or who must otherwise complete only a portion of BLET before being certified in North Carolina.
3. The Personnel and Training Sergeant will supervise and evaluate recruits prior to their assignment as a trainee upon successful completion of BLET.

B. Police Officer Trainee

1. Police Officer Trainee positions are reserved for all new non-supervisory hires who have successfully completed BLET but have not yet completed the Department's Field Training Evaluation Program (FTEP).
2. The Personnel and Training Sergeant will supervise and evaluate trainees up until their successful completion of the FTEP.

C. Police Officer I – A Police Officer Trainee is appointed as a Police Officer I after successful completion of the FTEP.

D. Police Officer II

1. Appointments to Police Officer II are unlimited. A Police Officer I is eligible for appointment to Police Officer II once the Police Officer meets the following requirements:
 - a. Possesses at least three (3) years of full-time sworn law enforcement experience, including a minimum of one (1) year with the Garner Police Department (inclusive of time in FTEP);
 - b. Possesses a minimum of twenty-five (25) career progression points, including no more than five (5) education points (see 310.5.8 below);
 - c. Successfully completed the required Patrol focused training hours and/or courses/categories for Police Officer II as outlined in addendum #2.

- d. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement; transfer officers must have received a score of 3.0 or higher for the previous one (1) year of service and successfully completed their probationary period.
 - e. Has no disciplinary action or written warnings in the prior twelve (12) months; and
 - f. Submits a completed [Career Progression Application \(GPD form 310.5-A\)](#).
2. Employees appointed to Police Officer II will be issued an engraved name tag/plate listing their position/title.
 3. Employees appointed to Police Officer II may receive salary increases as determined by fiscal year budget approval.

E. First Class Officer

1. Appointments to First Class Officer are unlimited. A Police Officer II is eligible for appointment to First Class Officer once the Police Officer II meets the following requirements:
 - a. Serves a minimum of three (3) years as a Police Officer II and possesses at least six (6) years of full-time sworn law enforcement experience;

(Note – if an employee separates from employment and is later rehired the employee's prior experience as a Police Officer II does not count toward the three (3) year minimum.)
 - b. Possesses a minimum of fifty-five (55) career progression points, including no more than twenty-five (25) education points (see 310.5.8 below); Successfully completed the required advanced training hours in each specific category as outlined in Addendum #2 below.
 - c. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement;
 - d. Has no disciplinary action or written warnings in the prior twelve (12) months; and
 - e. Submits a completed [Career Progression Application \(GPD form 310.5-A\)](#).
2. First Class Officers will be issued Department-designed sleeve patches depicting their position/title.
3. Employees appointed to First Class Officer may receive salary increases as determined by fiscal year budget approval.

F. Senior Officer

1. Appointments to Senior Officer are unlimited. A First Class Officer is eligible for appointment to Senior Officer once the First-Class Officer meets the following requirements:
 - a. Serves a minimum of three (3) years as a First Class Officer and possesses at least nine (9) years of full-time sworn law enforcement experience;

(Note – if an employee separates from employment and is later rehired the employee's prior experience as a First Class Officer does not count toward the three (3) year minimum.)

- b. Possesses a minimum of eighty-five (85) career progression points, including no more than sixty (60) education points (see 310.5.8 below); Successfully completed the required advanced training hours in each specific category as outlined in Addendum #2 below
 - c. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement;
 - d. Has no disciplinary action or written warnings in the prior twelve months; and
 - e. Submits a completed [Career Progression Application \(GPD form 310.5-A\)](#).
- 2. Senior Officers will be issued Department-designed sleeve patches depicting their position/title.
 - 3. Employees appointed to Senior Officer may receive salary increases as determined by fiscal year budget approval.

310.5.8 – Police Officer Career Progression Points

A. General Guidelines

- 1. Career progression points are cumulative throughout an employee's career. Employees may receive career progression points for education and training completed prior to employment.
- 2. The Personnel and Training Sergeant will maintain a working list of Advanced Training courses and topics and Self Study/Research Projects approved by the Chief of Police. New courses and projects may be added to the list with approval from the Chief of Police. A written request must be submitted to the Chief of Police through the chain-of-command requesting approval and outlining all course/project information before the course/project is started.

B. Police Officers are eligible for career progression appointments based on earning points in the following categories:

- 1. Education Points - all education points must be college level courses accredited by the [U.S. Department of Education](#) and the [Council of Higher Education and Accreditation \(CHEA\)](#):
 - a. The successful completion of a three or four-credit hour college course equates to one (1) education point. Employees do not need to complete a degree before earning education points toward career progression.
 - b. The successful completion of an associate degree (60 credit hours) equates to twenty (20) education points.
 - c. The successful completion of a bachelor's degree (120 credit hours) equates to forty (40) education points.
 - d. The successful completion of a graduate degree (30 or more additional hours beyond a bachelor's degree) equates to fifty (50) education points for a thirty (30) credit hour program or fifty-two (52) points for a thirty-six (36) credit hour program.
- 2. Self-Study/Research Project Points - the successful completion of a Self-Study/Research Project (SSRP) equates to one (1) point for every twenty (20) hours of approved research and preparation.

3. Specialized Position Points:

- a. Employees will earn three (3) points for each year assigned to a full-time specialized position in which they earn a score of 3.0 or higher (Halogen) on their performance appraisal. An employee may only earn a maximum of nine (9) points for each full-time specialized position the employee holds during his or her career.
- b. Employees will earn one (1) point for each year assigned to a part-time specialized position in which they earn a score of 3.0 or higher (Halogen) on their performance appraisal. An employee may only earn a maximum of three (3) points for each part-time specialized position the employee holds during his or her career.
- c. Employees are eligible to earn a maximum of eighteen (18) specialized position points from multiple specialized positions during their career.

4. Training Points:

- a. Twenty classroom hours of approved law enforcement training equates to one (1) point.
- b. Progression training (including advanced, in-service, and recertification training) is eligible for training points in the Career Progression program.
- c. Basic training, maintenance training, and remedial training are not eligible for training points.

310.5.9 – Temporary and Rotating Assignments (16.2.3)

- A. Temporary and rotating assignments are utilized by the Department as a means of providing sworn employees with opportunities for individual growth while also benefitting the Department by preparing those employees for additional responsibilities.
- B. Selection criteria for temporary and rotating assignments:
 1. Selection of supervisors will be at the discretion of the Chief of Police based on the supervisor's prior experience, performance, and training, input from the command staff, and the needs of the Department.
 2. Selection of officers as acting supervisors will be at the discretion of the Chief of Police based on the officer's prior experience, performance, and training, input from the command staff, and the needs of the Department.
 3. Selection of officers for non-supervisory assignments will be at the discretion of the Operations Captain based on the officer's prior experience, performance, and training, input from other command staff members, and the needs of the Department.
- C. Temporary and rotating assignments may be terminated without notice at the discretion of the Chief of Police.

310.5.10 – Specialized Positions (41.1.5)

A. General Guidelines:

1. Specialized positions are limited, are determined by Department need, and require specific knowledge, skills, and training. Allocated numbers for each position are listed in GPD Directive [310.01 – Allocation and Distribution of Personnel](#).

2. The Chief of Police may add or remove specialized positions and the number of personnel allocated in order to enhance Department operations as needed.
3. All sworn applicants for specialized positions must be at least a Police Officer II unless otherwise specified in this directive. All civilian applicants for specialized positions must be non-probationary employees.
4. Candidates who have not received a score of 3.0 or higher (Halogen software) according to the Town's Performance Appraisal System for the previous two (2) consecutive years prior to submitting any application for selection may be disqualified. The Chief of Police will review appraisal scores and factors to determine any disqualification.
5. Candidates receiving disciplinary action, including pending action, twelve (12) months prior to a position vacancy announcement may be disqualified. The Chief of Police will review disciplinary actions to determine eligibility.
6. Civilians selected for specialized positions may receive salary increases with budget approval.
 - a. Civilians who receive a salary increase associated with selection to a specialized position are eligible to maintain that salary increase regardless of future assignment so long as they complete three (3) years of service in the position or they are involuntarily transferred prior to the completion of three (3) years of service for a non-disciplinary reason.
 - b. Officers holding the rank of Sergeant or above are not eligible to receive any salary increases associated with specialized positions.
7. Officers selected for specialized positions may receive specific insignias and/or pins depicting individual skills and specific job functions/titles.
8. Employees selected for specialized positions will serve at the discretion of the Chief of Police. Employees may be rotated out of specialized positions for career development and/or in the interest of Department operations at any time.
9. Employees may be required to relinquish specialized position assignments held if promoted or transferred. All final decisions will be made by the Chief of Police and according to Department need.

B. Selection Processes

1. Selection processes will be announced by the Chief of Police. Any employee who meets the minimum requirements may apply for a specialized position by submitting a [Specialized Position Application \(GPD form 310.5-B\)](#).
2. Selection processes will include the following components for each employee who applies for the specialized position (with exception that civilian applicants are not required to complete the POPAT):
 - a. Appraisal component – each applicant's two previous annual Department appraisal scores will be averaged for a single appraisal score. The single appraisal score will constitute a pre-determined portion of the applicant's overall specialized position process score.
 - b. Physical testing component – Police Officer Physical Abilities Test (POPAT) at the state standard is required for eligibility for all selection processes.
 - 1) Eligibility will be based upon most recent semi-annual test.

- 2) If the candidate did not meet the state standard on their most recent semi-annual test, another test will be scheduled prior to appointment when necessary.
- c. Testing component – the applicant will be required to participate in an exercise (or exercises) designed to measure his or her suitability for the specialized position. Each exercise will be scored, with the total score constituting a pre-determined portion of the applicant's overall specialized position process score.
3. The selection process testing component(s) will typically involve individuals from outside the Department to serve as independent evaluators.
4. Specific scoring percentages for each selection process will be determined prior to the initiation of the process and will be included in the vacancy announcement from the Chief of Police.

C. Selection Eligibility Lists

1. Employees competing in selection processes will be placed on eligibility lists. Candidates will be notified of their placement on any such list when established. Eligibility lists will include numerical scores from selection process components. A higher score does not guarantee selection for the next available position (see below).
2. Candidates placed on eligibility lists may be evaluated further after reviewing all job-related experience, performance evaluations, personnel records, disciplinary actions, and career progression accomplishments.
3. Eligibility lists will normally remain active for one (1) year from the date they are established. An eligibility list may be extended for up to one (1) year at the discretion of the Chief of Police. The Chief of Police will notify all candidates on the eligibility list if the list is to be extended.
4. The Chief of Police will utilize the "rule of three" when determining which candidates to consider for position vacancies.
 - a. If one specialized position is available at a given time, the Chief of Police will select any one of the three highest scoring candidates from the current eligibility list who is deemed fully capable of assuming the duties of the specialized position.
 - b. If two specialized positions are available at a given time, the Chief of Police will select any two of the five highest scoring candidates from the current eligibility list who are deemed fully capable of assuming the duties of the specialized positions.

310.5.11 – Promotional Opportunities (34.1.1; 34.1.2; 34.1.3; 34.1.5)

A. Promotional Process Guidelines

1. The Chief of Police will utilize selection procedures as outlined within this directive to evaluate the promotional potential of sworn officers applying for promotion within the Department.
2. Promotional processes will be designed to select the most qualified persons for supervisory positions. Processes will be administered using impartial and multi-dimensional testing methods that measure past performance, future potential, and leadership qualities. All elements used to evaluate sworn candidates for promotion will be job-related and non-discriminatory.
3. Assessment centers may be used in promotion processes. If used, assessment center information will be made available for personnel to review and will include the following:

- a. Evaluation methodologies that address candidate potential;
 - b. Administration procedures for any testing; and
 - c. Oral interview procedures.
4. Specific scoring percentages for each promotion process will be determined prior to the initiation of the process and will be included in the vacancy announcement from the Chief of Police.
5. All candidates must meet all education, training, and performance requirements listed herein. Candidates receiving disciplinary action, including pending action, twelve (12) months prior to a position vacancy announcement may be disqualified. The Chief of Police will review disciplinary actions to determine eligibility.

B. Promotion Eligibility Lists

1. Officers competing in promotional processes for sergeant and lieutenant and who are not promoted will be placed on eligibility lists. Candidates will be notified of their placement on any such list when established. Eligibility lists will include numerical scores from promotional process components. A higher score does not guarantee selection for the next available position (see below).
2. Candidates placed on eligibility lists may be evaluated further after reviewing all job-related experience, performance evaluations, personnel records, disciplinary actions, and career progression accomplishments.
3. Eligibility lists will normally remain active for one (1) year from the date they are established. An eligibility list may be extended for up to one (1) year at the discretion of the Chief of Police. The Chief of Police will notify all candidates on the eligibility list if the list is to be extended.
4. The Chief of Police will utilize the “rule of three” when determining which candidates to interview for position vacancies.
 - a. If one promotional position is available at a given time, the Chief of Police will select any one of the three highest scoring candidates from the current promotional list who is deemed fully capable of assuming the duties of the promotional position.
 - b. If two promotional positions are available at a given time, the Chief of Police will select any two of the five highest scoring candidates from the current promotional list who are deemed fully capable of assuming the duties of the promotional positions.

310.5.12 – Promotion Positions (33.8.2)

A. Corporal

1. Corporal positions are limited and determined by Department need. Corporal positions will be filled using some or all events described in 310.5.6 above. Candidates must meet the following requirements by the date of promotion to be eligible for participation in any Corporal promotional process:
 - a. Must have a minimum of four (4) years of full-time sworn law enforcement experience (including a minimum of two (2) years with the Garner Police Department);
 - b. Must have attained an appointment as a Police Officer II with the Garner Police Department;

- c. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement; and
 - d. Must have earned a minimum of two (2) training points in Leadership and Supervision (refer to addendum #1).
2. Newly promoted Corporals will, at a minimum, receive training on career development, counseling, and evaluating subordinates.

B. Sergeant

1. Sergeant positions are limited and determined by Department need. Sergeant positions will be filled using some or all events described in 310.5.6 above. Candidates must meet the following requirements by the date of promotion to be eligible for participation in any Sergeant promotional process:
- a. Must have a minimum of six (6) years of full-time sworn law enforcement experience (including a minimum of four (4) years with the Garner Police Department) and must have completed an Associate Degree or have successfully completed two years (60 semester hours) of college from an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation

OR

Must possess at least nine (9) years of full-time sworn law enforcement experience (including 4 years with the Garner Police Department) and possesses a minimum of eighty-five (85) career progression points. One (1) year of credit toward this requirement for full time experience will be provided for those who have four (4) years of full-time military service.

- b. Must have been in the position of Police Corporal with the Garner Police Department for a minimum of two (2) years;
- c. Must possess an 'Intermediate Law Enforcement Certificate' issued by the [North Carolina Criminal Justice Education Training and Standards Commission](#);
- d. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement; and
- e. Must have earned a minimum of four (4) training points in Leadership and Supervision (refer to addendum #1).

Newly promoted Sergeants will, at a minimum, receive training on career development, counseling, and evaluating subordinates. Sergeants will be afforded the opportunity to attend long-term police management training through the [Administrative Officer's Management Program \(N.C. State\)](#).

C. Lieutenant

1. Lieutenant positions are limited and determined by Department need. Lieutenant positions will be filled using some or all events described in 310.5.6 above. Candidates must meet the following requirements by the date of promotion to be eligible for participation in any Lieutenant promotional process:

- a. Must have a minimum of nine (9) years of full-time law enforcement experience with a Baccalaureate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation

OR

Must possess twelve (12) years of full-time law enforcement experience and possesses one-hundred fifteen (115) career progression points with no more than sixty (60) education points. One (1) year of credit for this requirement for full time experience will be provided for those who have four (4) years of full-time military service.

- b. Must have been in the position of Police Sergeant with the Garner Police Department for a minimum of two (2) years;
 - c. Must possess an 'Advanced Law Enforcement Certificate' issued by the [North Carolina Criminal Justice Education Training and Standards Commission](#);
 - d. Must have received a score of 3.0 or higher (Halogen software), according to the Town's Performance Appraisal System, for the previous two (2) consecutive years prior to submitting any application for advancement; and
 - e. Must have earned a minimum of eight (8) training points in Leadership and Supervision (refer to addendum).
2. Lieutenants will be afforded the opportunity to attend long-term police management training through the [Administrative Officer's Management Program \(N.C. State\)](#), the [F.B.I. National Academy](#), or a similar program approved by the Chief of Police.

D. Captain

1. Captain positions are limited and determined by Department need. The position of Captain may be filled using some or all events described in 310.5.6 above. Candidates must meet the following requirements to be eligible for participation in any Captain promotional process:
 - a. Must have a minimum of twelve (12) years of full-time law enforcement experience;
 - b. Must have been in the position of Lieutenant with the Garner Police Department for a minimum of two (2) years;
 - c. Must have received a score of 3.0 or higher (Halogen software), for the previous two (2) consecutive years prior to submitting any application for advancement; and
 - d. Must have a Baccalaureate Degree issued by an academic institution recognized by the United States Department of Education and the Council for Higher Education Accreditation. Candidates not holding a Baccalaureate Degree must earn a Baccalaureate Degree by July 1, 2024.
 - e. Must have completed a long-term management program as described in 310.5.12.B.2.
2. Captains will be afforded opportunities for additional leadership and supervision training focused on organizational operations.

310.5.13 – Probationary Periods (34.1.6)

- A. Civilian employees who are newly hired or selected for a different position will:

1. Serve a 12-month probationary period; and
 2. Participate in a conference with his/her immediate supervisor at 6 months and at the conclusion of the 12-month probationary period to discuss their performance.
- B. Sworn employees who are newly hired will:
1. Serve a 12-month probationary period from the date they are sworn-in; and,
 2. Participate in a conference with his/her immediate supervisor at 6 months and at the conclusion of the 12-month probationary period to discuss their performance.
- C. Sworn employees who are selected for specialized positions or promoted will:
1. Serve a 12-month probationary period; and,
 2. Participate in a conference with his/her immediate supervisor at 6 months and at the conclusion of the 12-month probationary period to discuss their performance.
- D. At the conclusion of any probationary period, employees are eligible for release from probation if approved by the Chief of Police. Personnel not deemed ready for release may have their probationary period extended by a maximum of three months. The employee's immediate supervisor will be responsible for continued evaluation and consultation with the chain-of-command as necessary. The Chief of Police, using input from the involved supervisors, will make the final decision regarding continued position status.

310.5.14 – Reviews and Appeals

- A. Personnel participating in any appointment, selection, or promotion process may request a review of specific test results, evaluation methodologies, and other criteria used to determine advancement. This includes answer keys, written results, and other scored elements. The Chief of Police will decide whether to grant any such request.
- B. Personnel may contest any appointment, selection, or promotion process. The employee must do so in writing and within 12 days from the official conclusion of any process (typically when the appointment, selection, or promotional announcement is made). Written requests must outline all reasons for appeal and request a meeting with the Chief of Police. The Chief of Police will then conduct a thorough review of process documents, will meet with the employee, and will discuss the appeal with the command staff. The Chief of Police will notify the affected employee of his/her findings as soon as practical. Employees who remain unsatisfied with any final decision may use the Town's grievance process.
- C. Candidates not selected are permitted to re-apply at the next available promotional opportunity as long as the applicant meets the minimum position requirements.

310.5.15 – Salary Increases

Employees who reach the maximum pay range for any position listed herein may be issued bonuses annually according to Town performance appraisal policies and budget approval. Bonuses will not be added to base salaries.

310.5.16 – Lateral Transfers

The Chief of Police reserves the right to assess all individual qualifications to determine starting salary rates. However, any employee hired as a lateral transfer, regardless of training, education, and

experience, will be classified as a Police Officer Trainee. The employee may begin choosing career alternatives listed herein, but only after successful completion of the 12-month probationary period.

310.5.18 – Addendums

Addendums included in this directive include Approved Advanced Training Topics/Courses, Required Training Courses and Categories, as well as the Succession Planning Program.

Addendum #1

Approved Advanced Training Courses/Topics

The Personnel and Training Sergeant will maintain a working list of approved Advanced Training course topics. New topics may be added to the list with approval from the Chief Police. A written request detailing all reasons for approval of new topics/courses must be submitted to the Chief of Police for final approval.

A. Advanced Training Approved Topics/Courses

1. Health & Wellness – Courses designed to enhance or teach skills which encourage active and healthy lifestyles. Topic focus includes, but is not limited to, proper nutrition, smoking cessation, cholesterol maintenance, heart disease prevention, stress/time management, physical exercise programs, and related legal issues.
2. Investigations - Courses designed to enhance or teach skills directly related to criminal investigations. This includes, but is not limited to, interview & interrogation, case management, crime scene/evidence management, search & seizure, and related legal issues. Course topics can also be crime specific (i.e., homicide, drugs, computer crimes, robbery, sex offenses, identity fraud, etc.).
3. Leadership and Supervision - Courses designed to enhance or teach skills directly related to organizational and personnel development. This includes, but is not limited to, supervision, ethics, budgeting, leadership, planning, police administration, and related legal issues.
4. Officer Safety – Courses designed to enhance or teach skills that promote officer safety and well-being. Topic focus includes, but is not limited to, vehicle stops, subject control (defensive tactics), firearms use, arrest/detention, use of force, and related legal issues.
5. Partnership and Problem Solving – Courses designed to enhance or teach policing strategies and concepts related to creating and maintaining partnerships and/or problem solving. Topic focus includes, but is not limited to, crime prevention, public relations/speaking, personal communication skills (verbal, interpersonal or written), developing presentations, cultural diversity, ethics, and related legal issues.
6. Traffic – Courses designed to enhance or teach skills directly related to traffic enforcement and/or police vehicle operations. Topic focus includes, but is not limited to, traffic officer safety, radar, crash investigations, pursuit driving, SFST, and related legal issues.
7. Use of Force - Courses designed to enhance or teach skills directly related to specific control options used by the Department (i.e., Baton, Conducted Electrical Weapons, Impact Munitions, OC, Subject Control Arrest Techniques, etc.) and related legal issues.
8. Other – Any course that can reasonably enhance or teach skills that improve Department service delivery efforts, as determined by the Chief of Police.

B. Self-Study/Research Project (SSRP)

1. Special Conditions
 - a. The [Self-Study/Research Project Application Form \(GPD form 310.5-E\)](#) must be completed and approved through the chain-of-command before any such activity can begin.

- b. The officer must complete a [Self-Study/Research Project Work Log \(GPD form 310.5-F\)](#) to track all time spent working on the SSRP. The officer's supervisor must initial each entry into the SSRP log the officer turns in and must approve the total number of hours worked on the SSRP. Credit will not be given for SSRP hours that have not been reviewed and approved by the employee's direct supervisor.
- c. Upon completion of the SSRP, the officer must complete a [Self-Study/Research Project Completion Form \(GPD form 310.5-G\)](#) which must be approved through the chain-of-command before career progression points are awarded.
- d. Self-Study/Research Project guidelines may include, but are not limited to:
 - 1) Research;
 - 2) Report submissions; and
 - 3) Written exams.
- e. The Chief of Police may generate other specific conditions and guidelines for successful completion. Unless otherwise noted on the SSRP Application, the project will be completed within one (1) year of approval. An extension may be approved at the discretion of the Chief of Police

2. Approved Self-Study/Research Projects

- a. Community Projects - The approved project must: (1) include cooperation with citizens, business owners and/or Town residents; (2) enhance police/community relations; (3) enhance Department service delivery efforts; and (4) be relevant or needed.
- b. Department Projects – The approved project must: (1) enhance Department operations and/or service delivery efforts; (2) include other members of the police department; and (3) be used only once in the department. Department Projects include, but are not limited to, policy and program development.
- c. Reading Assignments – Specific publications, periodicals, and/or books related to Department operations or job duties. Written exams and/or paper submissions on reading assignments will be required.

Addendum #2**Required Training Courses and Categories**

The required training hours identified in this policy must come from the approved courses and/or categories outlined below.

Police Officer II. (Patrol focused training)

- | | |
|--|-------------|
| 1. Community Oriented Policing Class – Any | 24hrs |
| 2. Crisis Intervention Training | Class Hours |
| 3. Radar Operator Training | Class Hours |
| 4. Drug enforcement for Patrol Officer Class - Any | 16hrs |
| 5. Officer Safety Class/Tactical Training - Any | 40hrs |
| 6. Field Training Officer | Class Hours |
| 7. SFST | Class Hours |
| 8. Intoxilyzer Certification | Class Hours |
| 9. DCI Certification | Class Hours |
| 10. CJ Leads | Class Hours |
| 11. PBT Certification | Class Hours |

First Class Officer

- | | |
|---|-------------|
| 1. Interview and Interrogation or equivalent | 40hrs |
| 2. Police Law Institute | Class Hours |
| 3. Advanced Training in LEADERSHIP/SUPERVISION | 50hrs |
| 4. Advanced Training in INVESTIGATIONS | 40hrs |
| 5. Advanced Training in OFFICER SAFETY/TACTICAL | 80hrs |

Senior Officer

- | | |
|---|-------|
| 1. Advanced Training in LEADERSHIP/SUPERVISION | 40hrs |
| 2. Advanced Training in INVESTIGATIONS | 40hrs |
| 3. Advanced Training in OFFICER SAFETY/TACTICAL | 40hrs |
| 4. Advanced Training in TRAFFIC | 40hrs |

Addendum – Succession Planning Program (15.1.4)

The Garner Police Department recognizes the importance of succession planning for providing a “roadmap” for the development of Department leaders, the elimination of gaps in institutional knowledge, and the improvement of the overall performance of the Department.

The Department’s succession plan is based on identifying, training, and supporting staff who are interested in developing as leaders and is focused around the following components:

1) The Field Training Officer Program

The Field Training Officer (FTO) program represents the first opportunity for our sworn staff to take on a formal supervision role. We are in the process of providing FTO certification to all sworn staff as a part of their career development program – in part to allow them to experience formal supervision and in part to allow our staff to evaluate officers in a supervision and leadership role.

2) The Department’s Internal Leadership Academy

All interested Department personnel are offered the opportunity to participate in the Department’s Internal Leadership Academy. The Academy combines on-line leadership training with classroom instruction intended to introduce staff to our leadership philosophies and to supervisory responsibilities based on Town and Department policies. Staff are allowed to attend these classes on-duty whenever possible to encourage participation.

3) Diversification of assignment for current and future leaders

We routinely rotate our supervisors through different assignments in the Department in order to allow them to be exposed to different facets of our operation and to develop their breadth of experience as supervisor and leaders.

We also rotate non-supervisory personnel through our specialized assignments such as canine handler, investigator, school resource officer, and traffic safety officer to give them opportunities to be exposed to different facets of law enforcement and to develop their breadth of experience prior to becoming supervisors and formal leaders in the organization. We also utilize part-time assignments (supplemental duties) in positions such as crisis negotiator, DRE officer, general instructor, motorcycle officer, specialized instructor, and special response team operator to support individual development and organizational capacity. Each of these positions is earned by the employee competing in a formalized selection process with other eligible co-workers.

4) Emphasis on redundancy within the organization

We have a number of positions, responsibilities, and tasks that require special and specific knowledge and training that allow our Department to be as effective and efficient as possible. We utilize our organizational chart and chain-of-command to ensure that everyone who has a position, responsibility, or task has at least one other staff member who is able to fill in for that work if necessary. This not only aids in organizational performance, it also provides additional training and experience to our staff members to better prepare them for future responsibilities.

5) Acting Assignments

Any time that we have a supervisory position that will be vacant for an extended period, we assign another staff member (typically in the same chain-of-command) to serve in an “acting” capacity while the supervisor is absent. This provides an opportunity for the “actor” to gain experience in

supervision and leadership at the next level in the Department; they are typically held responsible for administrative and operational assignments when acting.

6) *Staff meetings – focused on the “why” behind what we do*

We hold three types of staff meetings throughout the year that are aimed at exposing our staff not just to information sharing, but also to the “why” behind what we do so they can understand and appreciate not just our operational and administrative practices, but more importantly the philosophies behind them.

Our command staff meets on a bi-weekly basis to discuss ongoing issues and matters related to day-to-day Department operations, planning, policy making, and staffing. We emphasize open discussion and consideration of different points of view as well as an explanation behind when, why, and how decisions are made in order to educate our staff.

Our supervisors meet quarterly for an all-day session with the morning focused on issues relevant to all staff and the afternoon focused on issues relevant to sworn staff. Both sessions include report outs by staff, discussion of current issues, and training sessions.

The Chief of Police meets quarterly with all non-supervisory personnel in group meetings to give them an opportunity to ask questions about day-to-day decisions and operations, policy decisions, and staffing changes. The Chief also provides updates on various Department and/or Town issues with the staff having the opportunity to ask questions directly of the Chief. These meetings support developing our future leaders by exposing staff to the explanation behind our policies and procedures and the role we play in the context of the Town and the community.

7) *External leadership training opportunities*

We support external training opportunities for Department supervisors so they can be exposed to different leadership styles, theories, and philosophies as well as supervisors and leaders from other organizations.

These opportunities include (but are not limited to) First Line Supervisor training, the FBI LEEDA supervisor training, the West Point Leadership Program, the NC State Administrative Officer's Program (AOMP), and the FBI National Academy. We also support training for our senior staff through the UNC School of Government, including participating in the Fellows program, the Public Executive Leadership Academy (PELA) and the Municipal and County Administration course.

8) *Exposure to professional organizations and interaction with other law enforcement agencies*

We encourage our supervisors to take part in regional, state-wide, and national / international associations and organizations as a means of gaining exposure to a variety of different perspectives on law enforcement and policing in the 21st Century. These groups include, but are not limited to, the Wake County Law Enforcement Executives, the North Carolina Association of Chiefs of Police, the North Carolina Police Executives Association, the North Carolina Gang Investigators Association, the North Carolina Internal Affairs Investigators Association, the FBI National Academy Associates (NC and National), and the International Association of Chiefs of Police.

Through these different initiatives and opportunities combined with the guidance provided in this directive, we are providing our staff a “roadmap” for developing as leaders and managers. We are providing them opportunities to develop their leadership skills while also gaining exposure to the different facets of our Department and the law enforcement profession as a whole.